



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

Federal Aviation Administration (FAA)  
Western-Pacific, AWP-9  
P.O. Box 92007  
Los Angeles, CA 90009-2002

December 11, 2015

Re: Best Practices for Fostering Participation from New DBEs and ACDBEs at Airports

Dear Stakeholders:

The U.S. Department of Transportation Office of Inspector General (OIG) has been tasked with providing three annual reports to Congress on the number of new Disadvantaged Business Enterprises (DBEs) and Airport Concession DBEs (ACDBEs) at the Nation's airports, as well as any best practices or barriers. The first and second reports of the three year audit can be found at:

<https://www.oig.dot.gov/sites/default/files/FAA%20airport%20new%20DBEs%20final.pdf>

<https://www.oig.dot.gov/sites/default/files/FAA%20DBE%202.pdf>

The OIG identified several airport best practices that foster the use of new DBEs and ACDBEs. These are covered in detail in the reports, but in summary they include:

- Unbundling large contracts;
- Entering into direct contracts or leases with DBE/ACDBE firms;
- Utilizing technology to facilitate concessions services' access to passengers;
- Promoting Office of Small and Disadvantaged Business Utilization's (OSDBU) short-term lending program and bonding education program;
- Posting prime contractor payment information to airport databases;
- Implementing mentor-protégé programs;
- Posting bid information to airport databases;
- Encouraging DBE and ACDBE firms to utilize services provided by the OSDBU-sponsored Small Business Transportation Resource Centers;
- Conducting outreach; and
- Providing financial assistance.

A few additional best practices that have been observed by the FAA include:

- When airports are seeking something new and fresh, identifying unique concession concepts that reflect the flavor of the region;
- Proactive efforts to certify small firms that could likely do business on airport, and in particular, in areas that traditionally have low participation of DBE and/or ACDBE firms;
- Establishing small business goals and/or set-asides as race and gender neutral methods of obtaining DBE and ACDBE participation; and

- Allowing concession primes to mentor new ACDBE firms without counting the ACDBE participation until such a time that the ACDBE firm can fully participate in a joint venture and be counted consistent with the regulations and joint venture guidance.

We would like to hear from you about additional best practices that you have found helpful. If you have a best practice or tip that you would like to share, please contact your regional specialist (see attached) with the information so we can include them in periodic updates.

Thank you very much for your assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Gene Roth", with a long horizontal flourish extending to the right.

Gene Roth  
National Team Lead  
DBE/ACDBE Program Compliance

Attachment



## DBE/ACDBE Program Compliance Team

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